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## ABSTRACT

This study cites examples of fund raising ideas and activities of neighborhood and community improvement groups in Seattle. The intent of the study is to offer documentation and analysis of successful fund raising activities to other nonprofit, voluntary community groups which are interested in seeking financial support for their activities. Information is presented in six major parts. Part I discusses factors which community groups should consider in selecting the most appropriate fund raisers. Information is presented on targeting the amount of money the group wishes to earn, analyzing the make-up of the community, and identifying talents of community group members. Part II describes steps involved in planning fund raising, including preparation time, allocation of responsibilities, and selection of a date for the fund raising event. Part III focuses on publicizing fund raising events. Part IV describes fund raising events of nine Seattle community groups. Details are presented on selecting, planning, publicizing, implementing, and evaluating the events. Part V offers a list of successful fund raising activities of 16 additional Seattle community groups. The final section contains a discussion of how a system of collecting dues from members of community groups can serve as a means of raising funds. The document concludes with an appendix which presents the 50-item questionnaire on which case studies in the report are based. (DB)

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## FUNDRAISING FOR NEIGHBORHOOD GROUPS: WHAT WORKS IN THE SEATTLE AREA

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## PREFACE

The following is a study of what some of Seattle's community and neighborhood improvement groups have done for fundraising purposes. These groups are geographically based and are concerned with the improved or maintained quality of the neighborhood. Most of these groups in Seattle are called community councils or clubs and there are about 150 - 175 of them at the present time. Issues of concern that are common to such groups are land use, transportation, street improvements, housing and environment.

This study is not meant to be comprehensive or scientific, it is simply a documentation and analysis of some of the fundraising activities of neighborhood groups in the Seattle area which can be looked at by other non-profit, voluntary community groups who are interested in raising funds to support their activities. The fundraisers looked at in this study are grassroots, neighborhood level fundraisers and do not include government or private foundation grants. I hope that other groups can learn from this study of the experiences of these groups and then be more effective in their fundraising endeavors.

## INTRODUCTION AND STUDY APPROACH

Almost any neighborhood group, at one time or another, will need to concern itself with fundraising. Neighborhood groups, although usually staffed with volunteers, need funds to cover basic operating expenses (office space, telephone, newsletter) as well as expenses incurred while pursuing activities (legal fees, licenses, permits). Fundraising, then, becomes a necessary activity to insure the survival and activism of most neighborhood groups.

Fundraising can also benefit neighborhood groups for a variety of additional reasons besides the basic one of insuring survival. Fundraising activities offer neighborhood group members a chance to develop their leadership skills as well as to form a sense of identity with their organization. In addition, a group that is successful at fundraising acquires a feeling of self sufficiency, independence, pride and peace of mind that the group can financially survive using its own members and resources. Also, fundraising events offer the opportunity for the community at large to participate in a neighborhood groups' undertaking and such participation serves as feedback to let the neighborhood group know its activities are supported. Finally, a neighborhood group that successfully raises funds for its organization with the support of its surrounding community, builds credibility and is more likely to receive additional funds in the form of grants from churches, private foundations, and public agencies.

The Community Resource Center (CRC) at Seattle University maintains files of information on community councils and clubs in the Seattle/King County area. A review of these files indicates that almost all of these groups have been involved in neighborhood fundraisers to support their community groups' activities at one time or another. In this

study I have looked at the fundraising activities of nine of these community groups which represent diverse neighborhoods of Seattle and which have engaged in different fundraising activities. From the CRC files, I was able to obtain the name and telephone number of a person from each of these groups who had been closely involved with the fundraising activities of his or her group. I then arranged an interview with each of these persons at which time they were asked a series of questions from a previously designed questionnaire (see Appendix #1). The questionnaire inquired about the make-up of the community the group represents, the selection and planning processes of the fundraisers sponsored by each group, the costs incurred during implementation of each fundraiser, publicity and turnout, and profit made after expenses for each fundraiser. I encouraged each person interviewed to expound on any of these areas and to give comments or advise which could serve as a guideline to other community groups interested in sponsoring similar fundraisers.

I organized the information gathered from these interviews into seven parts to enable the reader to easily refer to the appropriate parts of this study at a particular stage of a fundraising activity. The first three parts deal with the planning and implementation of fundraising activities and include:

Part I: Questions to Consider in Selecting an Appropriate Fundraiser. This section is a discussion of factors to consider in selecting the most appropriate fundraisers for your group, including the amount of money you want to earn, the make-up of your community and the talents of your community group members.

Part II: Planning Your Fundraiser. This section describes elements involved in the planning stages of your fundraiser which can contribute significantly to the success or failure of your fundraising activities, including preparation time, allocation of responsibilities and selection of a date for the fundraising event.

4  
Part III: Publicizing Your Fundraiser. This is a discussion of the importance publicity plays in contributing success to your fundraiser and examples of publicity tactics used by some community groups.

The next two parts describe actual fundraising events of some of Seattle's community groups and include:

Part IV: A Description of Nine Community Groups' Fundraising Activities. This part covers the selection, planning, publicity and implementation of nine community groups' fundraising activities and includes advice and comments from the groups' fundraising leaders.

Part V: A Note on Other Community Group Fundraisers. This part is a list of what other community groups around the Seattle area have done to raise funds.

Part VI contains a discussion of the collection of dues from members of some community groups as a means of raising funds and the final part, VII; Acknowledgements, is a list of persons interviewed for this study and the community groups they represent.

## QUESTIONS TO CONSIDER IN SELECTING AN APPROPRIATE FUNDRAISER

### How much money do we want to make?

The first important fundraising decision a neighborhood group must make is what type of fund raiser to undertake to make money for the group. Perhaps the first question to be asked is how much money the group wants to make. The amount of money needed can help determine the project to undertake. For example, the Tukwila-McMicken Action Committee was not in need of a large amount of money, just enough to cover the cost of some informative fliers they wanted to circulate around the neighborhood. For this reason they decided it was sufficient to "pass the can" at one of their meetings and ask for donations from meeting participants. On the other hand, the Central Seattle Community Council Federation was facing hard times due to the loss of some grant money and chose to host a social evening at a local tavern which, they hoped, would earn them enough money to support part of the Federation Director's salary.

### Do we need a regular income?

When selecting a fundraiser it is also helpful to keep in mind whether the group will need an income on a regular basis or only as costs are incurred. For example, the Cascade Community Council knew they would need a small, but regular income to support production and circulation of their monthly newsletter. For this reason they chose to coordinate an ongoing community recycling program that brought them just enough money each month to cover costs of the newsletter. The McMicken Heights Improvement Club also receives income on a fairly regular basis through rental of their community owned club house. In contrast, the Greenlake Community Council limits its fundraising to one major event per year, its annual arts and crafts fair.

Will our community support our fundraiser?

You can maximize your community's participation in your fundraising event by taking into consideration the makeup and interests of your community and surrounding communities when choosing your fundraiser. Is the area composed largely of families with young children who would be excited by a community carnival? This is the case in the Madrona Community whose community council sponsors an annual "May Fajr." Or does your neighborhood have a large population of elderly residents who live alone and might welcome a family style community dinner? Cascade is such a community and the Council sponsors family style dinners at Thanksgiving and Christmas, which guarantee its residents a happy holiday and also make some money for the Council. Drawing members from your community who are not members of your community group or from outside of your immediate community to your fundraising events is important to insure that your group members are not the only ones supporting the fundraising activity. Age, cultural composition, financial status, educational background and interests are all factors that, if analyzed, can help you choose the most appropriate, and therefore most supported, fundraiser for your area.

What resources do we have that can benefit our fundraising efforts?

When selecting a fundraiser, don't overlook the possibilities of capitalizing on the talents of your own community members. Perhaps there is a blooming rock and roll band down the street that would be willing to entertain without charge for one evening to benefit the community council, the florist who would be willing to host a flower arranging workshop or a group of dancers who would enjoy giving a benefit performance. The Fremont Community Council capitalized on the culinary skills of one of its members who volunteered to act as chef for a community dinner and who also donated the main course, a roasted lamb. A silk screen artist who lives in the Madrona community has been donating his talents for



the benefit of the community group by silkscreening T-shirts and shorts for Madrona residents boasting the name of their community. In addition, the Madrona community is fortunate to have a professional writer as a resident who gave a percentage of the profit made on his book to the Community Council. The possibilities for utilizing the talents of your community members to raise funds for your community group are endless and it will be to your advantage to know which talents exist in your community.

In addition to the human resources in your community, there are most likely some other resources, such as physical resources, that can be beneficial to your group in its fundraising endeavors. For example, the Cascade community lies adjacent to the "Seattle Center" where numerous concert halls and auditoriums are located. The Cascade Community Council has taken advantage of this physical resource by arranging to sell refreshments during intermission at many of these special events to raise money for their activities.

## II: PLANNING YOUR FUNDRAISER

### How much time should we spend preparing for our fundraiser?

After selecting the type of fundraiser to embark upon, the next important step is to plan for the actual event. It is very important to give your group enough planning and preparation time to pull off a successful fundraiser. Planning and preparation time needed will depend upon the type of fundraiser you have selected and the experience or lack of experience of your group members with fundraising. Madrona Community Council members begin planning for their arts and crafts fair four months before the actual event and the Greenlake Community Council begins preparation for their arts and crafts fair six months ahead of time. Both Madrona and Greenlake Community Council members feel that by holding the same fundraising event annually, experience gained each year will continue to decrease the amount of planning and preparation time required for the fundraiser. This is important in fundraising to most groups who want to make the most money with the least amount of time and effort. (The Madrona Community Council has sponsored their May Fair for the past three years, the Greenlake Community Council has held their arts and crafts fair for the last five years and the Cascade Community Council has operated its recycling program for over eight years.) On the other hand, your community group might opt to try a new fundraiser each year to capture the interest of community members.

### How should we allocate responsibilities for the different tasks involved in our fundraiser?

To prevent one or two group members from carrying the full responsibility for implementing your groups' fundraiser, it is helpful to select committees that hold responsibilities for the various tasks that need to be completed as well as a leader of each committee. In addition, a Chairperson should be selected to oversee all committees to insure the comprehensiveness

of the entire planning and preparation of the fundraiser.

The number of committees and volunteers involved in the planning and preparation of the fundraiser will depend on the scope of the project. The Tukwila-McMicken Action Committee found that they could successfully hold a rummage sale using a total of ten volunteers. All ten volunteers made phone calls soliciting donations for the sale, one person picked up the donated items, several marked prices and set up, several took turns selling items and a few were assigned to clean up. However, it took 150 members of the Madrona community to sponsor their annual home tour because of its complexity. Committees for the home tour included Food, Ticket Printing and Selling, Map of the Home Tour, Historic Research of the Homes Involved, Publicity, Security and Cleanup. Committees for other fundraisers could include: Entertainment, Donation Solicitation, Permit and Phone Committee.

The Cascade Community Council has mastered a method of organizing committees and their responsibilities. The fundraising Chairperson draws up a chart illustrating in detail each committee, their responsibilities and the date by which each task needs to be completed. Committee members then sign up next to the task they will complete. Such a chart can be reprinted and given to each fundraising volunteer for reference and to serve as a reminder.

#### A note on "Freebies"

The profit your group makes from its fundraiser can depend largely on the donations you receive or number of items you are able to receive for a reduced price. You may want to select a committee to be responsible for soliciting such donations and reductions. The International District Improvement Association was able to buy mixers at a reduced rate and sell them at a profit at their cabaret. They also benefited tremendously from a raffle held during the cabaret as all the prizes were donated. The Greenlake Community Council

also benefited from the time they took to solicit "freebies" for their arts and crafts fair. All of the entertainment at the fair was donated to help the council as well as prizes, stages from the Parks Department and first aid from the Boy Scouts. Unfortunately, the Central Seattle Community Council Federation hired a band and bar help at their social event and did not make money after paying for these expenses. It is worth the time and effort to solicit "freebies" or reduced costs and often the donors can benefit through advertising you give them at your fundraising event.

#### A note on fundraiser within fundraisers

Your group may want to consider the possibility of making extra money by holding "fundraisers within fundraisers." For example, the International District Improvement Association sponsored a cabaret which drew about 700 persons. The cabaret was a B.Y.O.B. affair and the Improvement Association decided to sell mixers (which they were able to purchase at a reduced cost) during the cabaret as a way of making extra money. In addition, they secured donations of six prizes and sold raffle tickets during the cabaret for the prizes as a means of bringing in even more money for their group.

#### How should we set the date of our fundraising event?

The most important points to remember in choosing a date for your fundraising event are:

1) make sure you aren't scheduling your event at the same time as other events that could detract from your fundraiser, and 2) try to select a date that will enhance your fundraiser. For instance, the Madrona Community Council members feel that because they scheduled their fair for the same day as the opening of boating season, they lost many potential participants. However, they will continue to hold their fair in May prior to Mothers Day because they believe many people come to the fair to buy gifts for their mothers. The

Capitol Hill Community Council scheduled their Block Party prior to a local election and invited election candidates which in turn attracted more Block Party participants. The Cascade Community Council made it a point to sell raffle tickets very soon after pay day as more people were likely to buy the tickets at that time of the month.

One factor that can be detrimental to your outdoor fundraising events and which can't be planned for is the weather. The Greenlake Community Council held its arts and crafts fair over a two day period thinking that if it rained one day they would at least have good weather the next. They were mistaken, however, and it rained both days, greatly decreasing the number of persons that attended the fair. The same thing happened to the Madrona Community Council one year and they were only able to make \$200, when other years they had made \$500 when the sun was out. The only solution which has been suggested is to have an alternative indoor site for your fundraiser in the event it rains. Both Greenlake and Madrona Community Council members feel, however, that turnout will still be smaller than if the sun is out.

### III: PUBLICIZING YOUR FUNDRAISER

No matter how much planning and preparation you put into your fundraiser, it will not be a success if people don't attend. The best means of insuring a well attended fundraiser is, of course, through publicity. Because publicity is so important, it is advisable to take care when selecting a publicity chairperson. It will be to your advantage to select a publicity chairperson with a lot of energy and contacts and good writing abilities.

The publicity chairperson should try to utilize skills and resources of your own community members in the publicity campaign and solicit reduced prices or donations of materials or labor whenever possible. Perhaps there is a printer in the community who will print fliers for your fundraiser at a reduced cost or a student majoring in communications who needs practice in writing Public Service Announcements. Many community groups have been able to secure reduced printing costs for fliers, free poster design, free T.V. and radio time and free hand delivery of fundraising ads, which largely increases their profits as publicity without reduced prices or donations can be very expensive.

The Publicity Chairperson should also take advantage of the variety of publicity avenues available through the media. The Madrona Community Council publicized their May Fair on the Seattle Today TV show, in community and major newspapers, through radio Public Service announcements, posters and ads. Another publicity tactic is to use repetition. The Greenlake Community Council ran a picture and news article on their fundraiser once a week for six weeks in a major newspaper to insure people's remembrance of the event.

A final note on your publicity campaign is to let people know, in as much detail as possible, what the money you are raising is to be used for. Members of the Central Seattle Community Council Federation feel that they could have drawn a larger crowd to their

fundraiser if they had specified what activities the Federation was engaged in and how the money earned through the fundraiser would support those activities. The Cascade Community Council, when sending out letters requesting pledges and donations, describe their activities and results of their activities and document in some detail expenses incurred, including operating expenses such as office rental space and utility bills. As a general rule, people will be more eager to support your fundraiser if they know exactly what it is they are supporting.

#### IV: A DESCRIPTION OF 9 COMMUNITY GROUPS' FUNDRAISING ACTIVITIES



This section describes specific fundraising activities of nine community groups. The following list may be used as an index to locate descriptions of fundraisers by type:

- clothing (neighborhood insignia) - Madrona
- dinners (pot luck) - Cascade; Fremont
- donations (from supporters, friends, churches, businesses) - Cascade; McMicken Heights; Tukwila-McMicken Action Committee
- fairs (arts and crafts) - Greenlake; Madrona
- garage sales, bazaars, rummage sales - Tukwila-McMicken Action Committee
- house tours - Madrona
- membership drive - McMicken Heights
- parties, dances - Capitol Hill; Central Seattle Community Council Federation; International District Improvement Association
- posters (neighborhood insignia) - Capitol Hill
- raffles - Cascade; Fremont
- recycling (bottles, cans, newspaper) - Cascade
- rental income - McMicken Heights

### A. Capitol Hill Community Council

The Capitol Hill Community Council was organized in 1967 around the issue of the development of a high rise in the neighborhood. Since then, the Council has continued to be concerned with land use, particularly the development of additional highrise complexes and the displacement that sometimes results from those developments. The Council has also initiated community crime prevention programs and is working with the Washington Energy Extension Service to establish recycling centers in their neighborhood. Further, they have been designing criteria and guidelines for potential developers to follow and have been involved with the SR 520 (freeway expansion) issue.

The Council needed to raise money for legal fees and to hire a consultant to write an Environmental Impact Statement for a downzoning dispute. Money was also needed for social events, staff and Community Council member development through classes and to publish and circulate the Council's newsletter. The Council chose to raise money through two ways, Block Parties and the sale of Capitol Hill neighborhood posters.

#### Block Parties

The Council decided to organize a Block Party (social gatherings by city blocks) as a fundraiser during the middle of a proposed highrise development controversy they were fighting. They felt that the Block Party would provide a setting where people could discuss the controversy and ways of working together to insure the outcome they wanted. The controversy was also happening at a time just prior to local elections, and council members saw the opportunity to invite candidates to the Block Party, thus drawing more people to the fundraising event.

Several Capitol Hill Community Council members began organizing the event one month

prior to the selected date. They posted fliers and sold tickets and advertised the event on radio, TV and in local and neighborhood newspapers.

They also needed to purchase a street permit and rent street barricades and hire a band. A PA system was donated and the City waived the required comprehensive insurance.

Four - five hundred people turned out for the Block Party and the Council made a profit of \$600 - \$700 through the sale of tickets to the Block Party and refreshments at the event.

#### Capitol Hill Neighborhood Posters

The Council is also selling Capitol Hill neighborhood posters as a fundraiser and means of promoting neighborhood identity. The City's Office of Neighborhood Planning helps produce these posters which are then sold by the ONP, the Community Council and neighborhood businesses for \$3.00, with most of the profit going to the Community Council.

## B. Cascade Community Council

The Cascade Community Council was formed in 1971 to serve as the political voice for the residents of the Cascade neighborhood of Seattle, a racially mixed, low income area largely inhabited by an elderly population. Recently the Council has been actively lobbying for low income housing in appropriate areas of the City. The Council shares a building and works closely with the Cascade Community Center, which operates a health clinic, library and clothing exchange.

The Council is not in need of a great deal of money since it is able to utilize the Center's office space and supplies, which are largely grant-supported. However, they do need money for their newsletter and special projects and have raised money through a recycling project, raffle sale of refreshments at concerts, fundraising letter and potluck dinners.

### Neighborhood Recycling

The Cascade Community Council decided to initiate an ongoing recycling project which could bring in a monthly income to cover newsletter expenses. The Cascade neighborhood residents were enthusiastic about the project as a means of supporting the Council and doing their part for conservation. They agreed to set out their bottles, cans and papers each week to be picked up by two members of the Community Council and delivered to the recycling station. The Council has been operating this recycling project for eight years now, with an average profit of \$13.00/month. Recently, however, the volunteers who have been picking up the recyclables have begun to feel there was too much of their time involved in the project. The Council wanted to maintain this project and so has offered the volunteers a cut in the profit made each month as incentive to maintain their service.

### Raffle

Because the Cascade Neighborhood is low income, the Council decided that a raffle, with tickets priced at \$1.00, would be an appropriate fundraiser for the neighborhood residents. Fifteen council members began selling tickets three months prior to the raffle and, even though the Council paid for the trip to Hawaii, television set and bicycle that were raffled off, they still made \$900 profit.

Council members would suggest to others interested in holding raffles that those involved in selling tickets be barred from buying tickets to prevent any question of rigging the drawing. Also, the Council has been criticized for not setting a limit on the number of tickets any one individual can buy, as some people of the Cascade Neighborhood who could not afford to do so bought numerous tickets.

### Refreshment Sale

Members of the Cascade Community Council and Center have taken advantage of their location near the Seattle Center and have arranged to sell coffee, cider and baked goods during the intermissions of concerts held at the Center.

A profit of \$12 - \$20 is usually made from each concert refreshment sale. However, a profit of \$96 was made at the Christmas concert when there was a larger concert attendance.

### Fundraising Letter

Each year the Cascade Community Council and Center send letters to friends, churches and businesses explaining their activities and corresponding costs in detail and asking for financial support. They also encourage donations of time, talents, and materials. These letters have brought in from \$100 to \$500 a year after mailing expenses.

### Potluck Dinners

Many of the Cascade residents live alone and have no nearby relatives' or friends' homes to go to for holiday festivities. The Cascade Community Council staff have recently been organizing potluck dinners for various holidays to make the holidays happier for these people and to raise funds for the Community Council. Tickets to the potluck are sold for \$1 and everyone is asked to bring something to contribute to the meal. Community Council members cook, set up and clean up, with the help of neighborhood volunteers. The potlucks take very little planning - a Community Council member makes a chart showing what needs to be done, including publicity, buying groceries, serving food, selling tickets and clean up. Instructions as to time, place, etc. are written next to each activity. Community Council members and neighborhood residents then sign up next to the activity they are willing to undertake and know exactly what to do from the instructions. The Council has always broken even after expenses, and usually makes a \$20 profit.

### C. Central Seattle Community Council Federation

The Central Seattle Community Council Federation is a coalition of about 20 community groups in the central area of Seattle. The Federation has been active for about 30 years.

The Community groups which are members of the Federation generally represent low and middle income populations of diversified age, race, lifestyles and backgrounds.

The Federation's recent activities have been in the areas of land use and housing policies for the Central Seattle area and a concern over the proposed expansion of the freeway. The Federation currently has a paid director and staff member who have been researching and writing position papers on these issues.

The Federation needed to raise money to help support these staff members as well as to help them maintain their office and cover costs of supplies. The Federation Director chose to sponsor a social event at DOC Maynards, a tavern in the Pioneer Square area of the city.

Federation staff made arrangements with the Tavern managers to hold the event on a Monday evening, an evening when the Tavern was usually closed. They would charge \$2.00/person at the door and be entitled to that money as well as 60% of the proceeds from the bar. However, they were required to pay for the wages of the bar help, as those employees usually had Monday nights off. Federation staff also decided to hire a band for the event.

The Federation Director and staff member began these arrangements two months prior to the date selected for the event and did all of the planning and preparation themselves. They publicized the event through community group newsletters and Public Service announcements on the radio.

Unfortunately, only 50-60 persons attended the fundraiser, which was not enough to

cover the costs of the band and bar help's wages. The Federation ended up losing \$89.00.

The Federation staff member interviewed for this study feels that more people would have attended the fundraiser had it been for a more specific cause rather than to support the Federation staff and office in general.



#### D. Fremont Community Council

The Fremont Community Council was recently formed in 1978 to take on some of the more civic issues previously assumed by the Fremont Public Association, which also provides social services to Fremont residents.

The Council now represents the Fremont neighborhood, a low-middle income, multi-family residential neighborhood, in areas such as land use, economic development, transportation, parks and preservation of Fremont historic buildings.

The Council needs money mostly for communications, community surveys and to help support services provided by the Fremont Public Association. Two fundraisers recently sponsored by the Council have been a Lamb Bake and Bicycle Raffle.

#### Fremont Community Council Lamb Bake

The Fremont Community Council hosted a Lamb Bake as a fundraiser and kick-off party for the new Community Council. The main course, baked lamb, was donated and cooked by a Community Council member and complimentary dishes were either brought and prepared by community council members or donated by Safeway.

Community Council members began planning for and selling tickets to the fundraising dinner one month prior to the event. They needed to obtain a liquor license and worked out an arrangement to use the Fremont Arts Council studio for the lamb bake. They also obtained a reduction in price for printing of the tickets.

The event was advertised through fliers, newsletters, posters and in local newspapers. Two hundred people joined the Community Council for dinner and a profit of \$300 was made for the Council.

Fremont Community Council Bicycle Raffle

The Community Council was able to obtain a discount on a new bicycle and decided to raffle it off at the annual Fremont Fair. The only preparation needed was to set up a booth, print and sell raffle tickets and the Council made a profit of \$64 .00 on the bicycle.

### E. Green Lake Community Council

The Green Lake Community Council represents a middle class, single family residential area of Seattle surrounding Green Lake. The Council formed in 1973 and is primarily concerned with issues involving the Green Lake Park which could directly or indirectly affect the area, i.e., a proposed additional parking lot, an extended jogging path or increased water sports on the Lake. The Council has also recently sent representatives to a Conference on housing and zoning issues and has been working on the establishment of a North End Housing and Rehabilitation Cooperative.

The Council needs funds to cover costs of publishing and circulating their newsletter and to send Council members to special community-related conferences and workshops. To raise money, the Council sponsors an annual Arts and Crafts fair in conjunction with the Green Lake Chamber of Commerce and the Greenlake Recreational Center. The three groups then split the proceeds from this annual fundraiser.

### Arts and Crafts Fair

Although this is the fifth year of the Green Lake Arts and Crafts fair, Council members started planning for the event four months ahead of time, Chairpersons and Committees were selected and included: Entertainment, Publicity, Food, Games, Prizes, Booths, Power, Set Up and Clean Up.

Costs incurred in sponsoring the event came from publicity (\$100), renting sound equipment for the entertainment (\$150) and for decorations (\$50). However, the Council was able to get donations of talent, including craft demonstrators, folk musicians, dancers and a performing circus. Prizes for games were donated from the Chiquita Banana Company, first aid from a neighborhood Boy Scout Troup and stages and wiring from the Parks Department.

The Publicity Chairperson ran announcements of the Arts and Crafts Fair in local newspapers and community council newsletters - circulated posters and fliers and submitted an article in an Arts and Crafts Journal. Booth space applications were also circulated and served as an additional means of publicity. The Chairperson also ran an ad in a major local paper once a week for six consecutive weeks prior to the event.

Unfortunately, it rained almost the entire time of the two day event and consequently only drew a crowd of 500, when the same event in previous years had drawn a crowd of 2,000 when the weather was good. In spite of this misfortune, a profit of \$843.00 was made, to be divided equally among the Community Council, Chamber of Commerce and Recreational Center.

The Community Council member interviewed about this event wanted to pass on several hints to others who may be planning Arts and Crafts Fairs. First of all, it is important to select a Committee specifically responsible for deciding where various booths should be placed and then making sure those booths are set up in their designated areas. Otherwise, booth owners will compete for the "best" booth space and chaos can result. At fundraisers where a large crowd is anticipated, make sure to reserve enough nearby parking to prevent potential customers from being driven away by traffic congestion.

#### F. International District Improvement Association (INTERIM)

The International District Improvement Association is an advocacy agency for the preservation of Seattle's International District. The agency helps get social service programs for the area underway and is also concerned with the welfare of local residents, property owners and the small businesses of the area. INTERIM was formed in 1969 and is funded through the Community Service Administration (CSA) and has several CETA employees. The agency needs additional funds, however, to produce informational materials on projects and issues and to pay for legal help when it is necessary. To raise money for the agency, and in particular to open a Day Care Center for the area, INTERIM recently sponsored a Cabaret.

INTERIM staff, realizing that most residents of the International District do not have money to spend on any kind of fundraiser, decided to sponsor a Cabaret, aiming at the young professionals that have recently been moving to the International District and downtown area of Seattle. During the Cabaret they sold raffle tickets and raffled six prizes to make additional money for the agency. They also sold mixers, which they had purchased at a reduced price, for a profit.

INTERIM staff began planning and preparation for the event one month ahead of time (although they later wished they had started earlier!). Responsibilities for publicity, raffle, sight selection, set up and clean up, food and entertainment were divided among staff. The agency had to pay for rental of a hall, a live band, a security guard and printing of tickets and posters. However, they did get donations of party snacks and all six raffle prizes were donated. They also charged \$5.00/person at the door and sold raffle tickets for \$1.00 per ticket.

The event was advertised through posters and on the radio, aiming at young, community minded persons. They were able to draw a crowd of 700 and, after expenses, made a profit of \$1,000.

### G. Madrona Community Council

The Madrona Community Council was formed ten years ago in its present form (it was formerly part of another group which dates back 40 years) and represents two distinct groups; one which is made up of white, upper class professional people, and the other which is largely low and middle income minorities. The entire Madrona community, however, is made up mostly of single family homeowners.

The Madrona Community Council is active in a variety of areas, including the operation of a food cooperative and juvenile offender program, maintenance of their neighborhood parks, land use and transportation, housing rehabilitation and a Madrona business revitalization program.

The Council needs money to maintain its office, which includes telephone and utility bills and insurance (the Council is not required to pay rent for the office space). In addition, the Council needs funds to publish its newsletter and for the salary of the part time Council director.

Council members have raised money to cover these costs by organizing a Madrona Home Tour and May Fair and by selling Madrona neighborhood T-shirts and shorts.

#### Madrona Home Tour

The Madrona Community Council decided to sponsor a tour of Madrona homes as a fundraiser because the neighborhood boasts so many unusual, interesting and/or historical homes. The Council has sponsored the home tour for three years now and usually holds it in late September or early October, before the winter months, because it is a walking tour.

Although the Council has sponsored the tour for the past three years, members still begin planning for the event 6 - 7 months ahead of time because of its complexity.

Committees are selected to assume responsibility for selecting the homes for the tour, for publicizing a booklet about the homes on the tour, for publicity, ticket printing and selling, for making a map of the walking tour, and for refreshments and entertainment at the last home on the tour.

Costs for sponsoring the tour have reached almost \$500.00 and are incurred from the printing of tickets and posters, insurance, coffee and tea for the end of the tour, and for presents for the home owners whose homes were included on the tour.

Use of the homes for the tour are donated as well as time of community council members, baked goods and musicians' talents for the end of the tour, ticket and poster design and the photo for the poster.

The Council has advertised the event on the "Seattle Today" TV show, through Public Service Announcements on the radio, through their community council newsletter and local newspapers and through posters and the sale of tickets.

On the day of the Home Tour, 100-150 community council members are needed to insure its success. Four members are stationed at each of the seven homes on the tour at all times, each covering one of three shifts. In addition, help is needed to sell tickets for the tour on the day of the event, to serve refreshments at the last home on the tour and to clean up after it is over.

The Home Tour has always been a success and this year 1,050 persons took the tour, making a profit of \$3,085 for the Community Council after expenses.

The only problems the council has had with the tour is when one woman fell and tried to sue the council (fortunately they had insurance) and when a small theft from one of the homes occurred (illustrating the need for council members to be stationed and watch over each home). The Community Council members feel that the Madrona Home Tour is worth the effort and helps build neighborhood pride in its residents.

### Madrona May Fair

The Madrona Community Council has sponsored an annual community May Fair as a fundraiser for the past three years. The fair is held in May because the weather is usually good at that time, bigger fairs are scheduled for later dates and because summer vacations haven't yet started to take potential participants away from the fair. The fair is purposely held just prior to Mother's Day so that people will come to buy Mother's Day presents.

In addition to arts and crafts--entertainment, games, a puppet show, clown and sports personalities draw kids and adults to the fair.

Community Council members start planning for the event two months prior to the date selected. Individuals volunteer to assume responsibility for certain tasks such as organizing the Book Sale or White Elephant booths, selling refreshments and awarding prizes and then recruit other Community Council members to help them fulfill their responsibility.

The only costs involved in sponsoring the fair are for insurance, permits and licenses. The Council solicits donations of talent, baked goods, books and White Elephant sale items and prizes. The silk screening of Madrona T-shirts and shorts to be sold at the fair is donated as well as the design for publicity posters and advertisements.

Community Council members have advertised the fair on the Seattle Today TV show, through Public Service Announcements on the radio, through their community newsletter and local newspapers and through the distribution of posters.

This year turnout for the fair was ppr due to rainy weather (only 200 people participated) and the Council lost money on the event. In previous years when the weather was good, the fair has drawn 500 or more participants.

### Madrona T-Shirts/Shorts Sale

The Madrona community is fortunate to have a silk screen artist as a neighborhood



resident who is willing to donate his talent for the benefit of the community. The Madrona Community Council buys T-shirts and shorts and the artist silk screens the name of the neighborhood on them without charge to the Council. The Council then sells them at a profit on an ongoing basis and at the Madrona May Fair.

#### H. McMicken Heights Improvement Club

The McMicken Heights Improvement Club represents a rural, single family, middle-upper class, residential area outside of the City of Seattle. The Club was formed in 1949 with its main concern to preserve the single family character of the area. The Club, consequently, has been active in many land use issues concerning proposed developments in the area. McMicken Heights residents have also been considering the possible benefits of annexing to the nearby City of Tukwila or of incorporating and the Improvement Club sponsored a study of those issues.

The Club has needed to raise money to cover costs of advertising meetings and to pay neighborhood children to deliver bulletins and announcements produced by the Club. They have also needed money for legal fees incurred during land use battles and to pay the consultant for the study of annexation and incorporation possibilities for their area. The Club has raised funds through three different activities: 1) by renting out their community-owned Club House for special events such as wedding receptions, 2) by "passing the can" at their community meetings, and 3) by selling door to door club memberships.

#### Club House Rental

The McMicken Heights Improvement Club members have owned their Club House since its purchase, made possible through a loan, in 1949. Today the Club only owes \$4,000 on the building and it is assessed at \$100,000. Rental of the building for wedding receptions, dances and other meetings and social events brings in a continuous income to support the Club's activities. The building is also rented out on a monthly basis to a Day Care Center and to the King County Public Library which operates a branch library out of the Club House.

Club members hire a maintenance person (a retired community member) to coordinate

upkeep, repairs and security of the Club House. In addition, the Club must pay for heating oil, electricity, garbage collection, telephone, water, mortgage payments, real estate and personal property taxes and insurance. After these expenses, the Club still makes about \$4,000 a year profit from Club House rental.

#### "Passing the Can"

McMicken Heights Improvement Club members have found that "passing the can" at community meetings, especially when a hot issue is being discussed, can bring in enough money to cover the cost of the next bulletin or newsletter.

#### Membership Drive

Each year, members of the McMicken Heights Improvement Club go door-to-door and personally explain the Club -- its purpose, activities and past accomplishments. They then request a \$5.00 membership which entitles the resident to all club announcements and bulletins and voting privileges on Club issues. Approximately 50 members are recruited each year as a result of the membership drive.

# I. Tukwi la-McMicken Action Committee (TMAC)

The Tukwi la-McMicken Action Committee represents some residents of the City of Tukwi la and some of King County's McMicken Heights' residents who live in adjacent areas and share many of the same concerns. The committee was formed in 1976 and has recently been active in opposing the development of apartment complexes in the area and in rewriting Tukwi la's Comprehensive Land Use Plan and the County's Highline Communities Plan. TMAC also recently sponsored a neighborhood park clean-up, which drew a turnout of 60-79 workers.

The Committee needed money to pay lawyer's fees incurred in opposing the development of the apartment complexes in the area and has raised money to cover these expenses by holding a garage sale and "passing the can" at community meetings.

## Garage Sale

The Committee decided to hold a garage sale because they felt they could make the most amount of money with the least amount of effort with this activity. They already had a phone committee set up who could solicit any donations and many of the neighborhood residents had previous experience with garage sales. They decided to hold the sale in the spring as the increased chance of nice weather during that season would increase their chances of drawing a large crowd. They also decided to hold the garage sale in the carport of a resident's garage with the option to move the sale items inside the garage if the weather was poor.

The committee began planning for the event 5-6 months before the actual date set. They sent handbills around the neighborhood twice, advertising the event and asking for donations for the sale. However, they found that it was more effective to make phone calls and the Phone Committee of 10 members began soliciting donations. They also

advertised the event in the local newspapers. An additional member of the Committee volunteered to pick up any donated items.

These same Committee members were also responsible for setting up, pricing, selling and clean up during and after the actual event.

The garage sale drew about 250 persons and the Committee made \$350, most of it profit as the only expenses incurred were the handbills.

#### "Passing the Can"

TMAC members often "Pass the Can" at community meetings as a quick and easy way of making money to support the Committee's activities. They have found that "passing the can" is most effective at meetings where there is a hot issue at stake and participants are very excited about the issues under discussion and their outcomes. Passing the can also enables meeting participants who are not regular members of the Committee to make donations in support of the Committee's activities.

## V. A NOTE ON OTHER COMMUNITY GROUPS' FUNDRAISERS

Following is a list of some of the community groups in the Seattle area including the fundraiser/s they have undertaken:

<u>Name of Group</u>	<u>Fundraisers</u>
Duwanish Peninsula Community Commission	Sale of donated items at booths at Westwood Village Charity Bazaar  Sale of ads for their "Community Reporter" newspaper  Dance at Highland Improvement Club Hall
Eastlake Community Council	Cocktail party at Horatio's Restaurant  Garage sales  Rummage sales  Disco dance
East Hill Community Organization	Spring plant and rummage sale  Bazaar
Empire Way Community Club, Inc.	Lease Club House
Floating Homes Association	Annual holiday cruise  Cooperative Lake Investment fund  Cocktail party at Horatio's Restaurant (in cooperation with the East Lake Community Council)
Genessee Community Club	Monthly square-dances  Rent out club house

<u>Name of Group</u>	<u>Fundraiser/s</u>
Highland Park Improvement Club	Christmas party New Year's Eve Dance Annual Banquet Reno Night
Hollywood Hill Association, Inc.	Paper drive Auction
Madison Park Community Club	Auction
Mt. Baker Community Club	Rent out club house Home Tours
Park Lake Area Community Club	Carnival
Richmond Beach Community Club, Inc.	Sublet community club office space
South East Seattle Community Organization	South End Community Festival Roast beef dinner with Mayor attending Potluck Auction
View Ridge Community Club	Membership drive

Name of Group

Fundraiser/s

Wallingford Community Council

Wallingford Identification calendar

Selling Wallingford T-shirts

Wedgewood District Community Club

Membership Drive



## VI. A NOTE ON COLLECTING DUES

Some community groups request that their members pay dues as a means of financial support. The dues are usually collected annually with the average rate set at \$1.00-\$5.00 for individuals and \$5.00-\$10.00 for families. Payment of dues usually entitles a member to voting privileges and to receive the groups' newsletter.

There are pros and cons to collecting dues. Groups that collect dues feel that they are necessary to support their ongoing activities, especially a monthly or quarterly newsletter. They also feel that neighborhood residents are willing to pay the dues because of the benefits they receive from the groups' activities or because they want to be informed of neighborhood happenings and have the right to vote if an issue arises which is important to them.

Groups that do not collect dues often represent low income neighborhoods and feel the residents can not afford them. Or, a group representing an economically mixed neighborhood may not want to collect dues for fear of discouraging the lower income members from joining. Additionally, a group that is having a difficult time recruiting members and arousing neighborhood enthusiasm would not want to collect dues.

Just as many of King County's Community groups collect dues as don't. The financial make up and level of neighborhood interest will need to be taken into consideration when deciding whether the collection of dues is a viable fundraiser for your community group.

## VII. ACKNOWLEDGEMENTS

Project staff wish to express appreciation to the following persons who were interviewed during the months of December 1978 and January 1979 as representatives of the groups mentioned in this study:

Pat Davis, Capitol Hill Community Council

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Sue Welch, Greenlake Community Council

Shari Woo, International District Improvement Association

Julia Greenlee, Madrona Community Council

Dennis and Karen Robertson, McMicken Heights Improvement Club and Tukwi la-McMicken Action Committee

Further information for this study was obtained from the Seattle University Community Resource Center's files of information about community groups in the Seattle area.

Appendix I

Julie Burr  
Community Information Project  
for the  
Community Resource Center  
at  
Seattle University

Questionnaire for Case Study on Fundraising Projects of  
Community Groups in Seattle, November, 1978.

Date: \_\_\_\_\_

Name of person interviewed: \_\_\_\_\_

Phone number/s and address: \_\_\_\_\_

Community Group Affiliation: \_\_\_\_\_

Description of Community Group

Your Group was formed: ?

Approximate number of participating group members: \_\_\_\_\_

General characteristics of members (age, race, sex): \_\_\_\_\_

Outstanding talents (including professions) of group members: \_\_\_\_\_

Activities group is and has recently been involved with: \_\_\_\_\_

Reasons the Group needs money: \_\_\_\_\_

**General Description of the Community the Group Represents**

**Boundaries:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**General land use composition of the community (single family residential, multi-family residential, commercial, industrial):** \_\_\_\_\_

\_\_\_\_\_

**General age and family composition of community (students, young couples, families, elderly):** \_\_\_\_\_

\_\_\_\_\_

**General financial status of community (low income, middle income, middle-upper income, upper income):** \_\_\_\_\_

\_\_\_\_\_

**General cultural composition of community (Is the community comprised mostly of one nationality?):** \_\_\_\_\_

\_\_\_\_\_

**General educational background of community (Most have professional degrees, most have high school diplomas, many don't have high school diplomas):** \_\_\_\_\_

\_\_\_\_\_

**General interests of community (civic minded, creative, social, politically oriented):**

\_\_\_\_\_

\_\_\_\_\_

### Choosing a Fundraiser

What fundraising activities has your community group held? \_\_\_\_\_

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How did you choose your fundraising project/s? (Let interviewee describe how project/s was/were chosen, then ask questions below if more information is needed).

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Did you take into consideration the amount of money you wanted to make when you selected your fundraising project/s? \_\_\_\_\_

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The purpose the money was to be raised for? \_\_\_\_\_

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The time of year? \_\_\_\_\_

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The talents of your community group members? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Past experience with a similar fundraiser? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

The experience of other groups with that particular type fundraiser? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

The makeup of and interests of your community? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Did you want to try something different? \_\_\_\_\_

\_\_\_\_\_

### Planning

How and why did you pick the date of your fundraiser/s? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Did you take into consideration other events that may be happening at the same time?

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Did you consider holidays, pay days, tax time that might make a difference in the success of your fundraiser/s?

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Did the date you picked prove to be beneficial or detrimental to your fundraiser/s and why?

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How far in advance did you start planning for the fundraising event/s?

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How did you allocate responsibilities for carrying out the fundraiser/s? (Committees, chairperson, etc.):

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About how much time was donated by the person/s and/or committees involved in the fundraising project/s?

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What costs were incurred in the planning process? (rental space, fees, etc. --omit publicity costs.) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What costs were donated or reduced and by whom? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Publicity

Who was responsible for publicizing the event/s? \_\_\_\_\_

\_\_\_\_\_

What means of publicizing the event/s were used? (fliers, newsletters, radio, TV, posters)

\_\_\_\_\_

\_\_\_\_\_

How much time was spent publicizing the event/s? \_\_\_\_\_

\_\_\_\_\_

What costs were incurred publicizing the fundraiser/s? (And were any of the costs absorbed through ads, etc. ) \_\_\_\_\_

\_\_\_\_\_

### Actual Event/s

Number of group members working at actual event/s and their responsibilities: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Turnout: \_\_\_\_\_

What went smoothly and why? \_\_\_\_\_

What didn't go smoothly and why? \_\_\_\_\_

\$ made (after expenses): \_\_\_\_\_

Conclusion: Comments on what you did right or what you would do differently?

Do you collect dues from your community group? \_\_\_\_\_

If so, how much are dues per year? \_\_\_\_\_

If so, what are the dues used for? \_\_\_\_\_

If so, how are the dues collected? \_\_\_\_\_

If so, what % of your community group members actually pay the dues? \_\_\_\_\_

Are those members that don't pay the dues penalized in any way? \_\_\_\_\_

What are your feelings about collecting dues from your community group? \_\_\_\_\_

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